Veapons of Mass Destruction (WMD) Terrorism Preparedness & Response Conference

Technologies and Equipment
For Military and Public Safety
Emergency Response

Technology Needs Performance Deficiencies

Presented By:
Bill Haskell
Natick Soldier Center
National Protection Center
DOD/DOJ InterAgency Board
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A Safer Rescuer Means a Safer America!

U.S. Army

Soldier and Biological Chemical Command

Report Documentation Page							
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SBCCOM Improved Response Program Workshop





Biological Weapons – Improved Response Program
Guidelines, Products & Procedures
Dr. Mohamed Mughal
Homeland Defense Business Unit

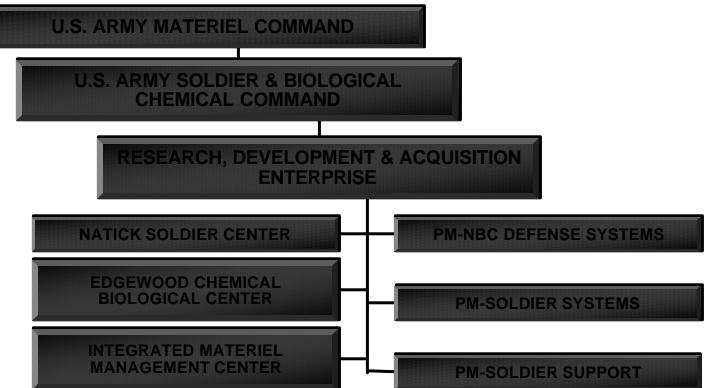
Chemical Weapons – Improved Response Program
Guidelines, Products & Procedures
Dr. Paul Fedele
Homeland Defense Business Unit

Breakout Session IIIB Wednesday, May 2, 2001 11:00 – 11:45 AM Seasons South

U.S. Army



Where SBCCOM Fits In



The Army is - - People

If the Soldier

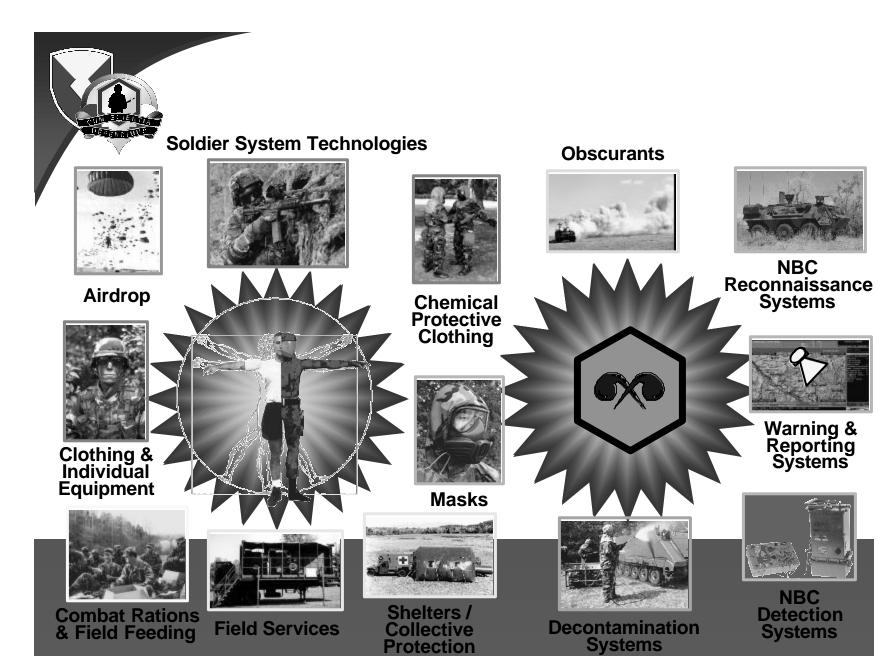


wears it ...
carries it ...
eats it ...
lives in it ...
SBCCOM provides it!

"The magnificence of our moments as an Army will continue to be delivered by our people. They are the engine behind our capabilities, and the Soldier remains the centerpiece of our formation."

— GEN Eric K. Shinseki Chief of Staff, U. S. Army 12 October 1999





Protection

NBC

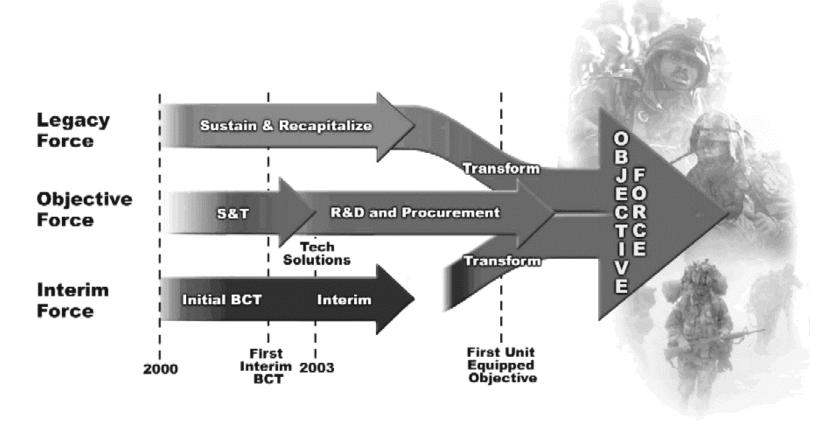
Warning & Reporting Systems

NBC

Detection

Systems

The Army Transformation



. . . Responsive, Deployable, Agile, Versatile, Lethal, Survivable, Sustainable.



The Land Warrior System

INTEGRATED HELMET ASSEMBLY

LIGHTWEIGHT HELMET WITH MOUNTED DISPLAY

LASER DETECTOR

BALLISTIC/LASER EYE PROT.

WEAPON SYSTEM

VIDEO CAMERA
THERMAL WEAPONS SIGHT
CLOSE COMBAT OPTICS
LASER RANGEFINDER

COMPUTER/RADIO SUBSYSTEM

PENTIUM COMPUTER
SOLDIER AND SQUAD RADIOS
NAVIGATION
HANDHELD FLAT PANEL
DISPLAY & KEYBOARD

SOFTWARE SUBSYSTEM

MODULAR, TACTICAL
& MISSION SOFTWARE
TACTICAL INTERNET

PROTECTIVE CLOTHING AND INDIVIDUAL EQUIPMENT SUBSYSTEM

MODULAR LIGHTWEIGHT LOAD-CARRYING EQUIP (MOLLE)

INTERCEPTOR BODY ARMOR

CHEM/BIO

COMBAT I.D.

Army's First Fully Integrated Infantry Fighting System Combines Sensors, Computers, Lasers, Geo Location and Radio With Soldier Mission Equipment Achieves Chief of Staff Army Vision by:

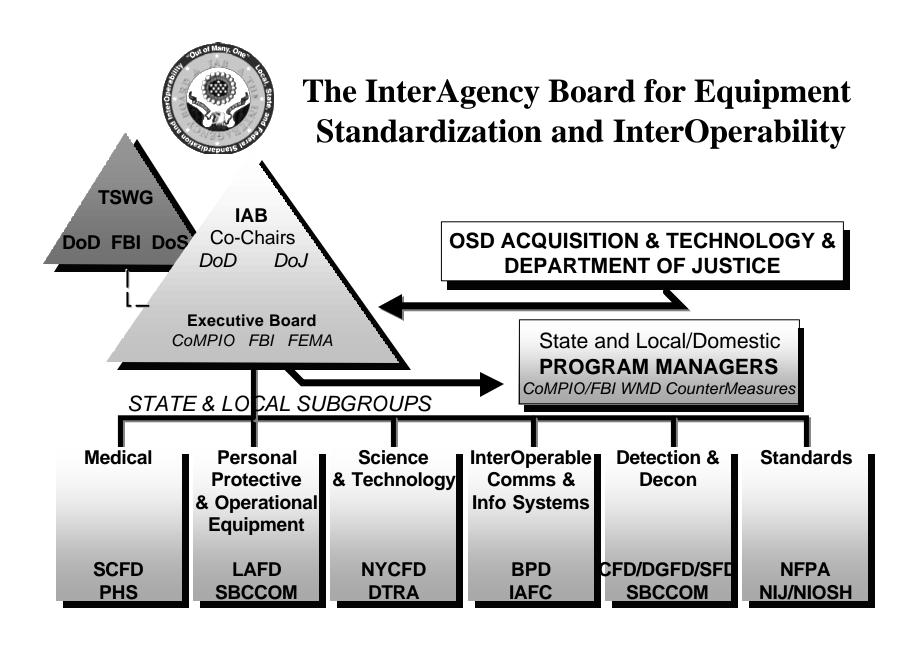
- Enhancing Lethality, Survivability, Mobility and Situational Awareness of the Soldier
- Does Not add Weight to Soldiers Combat Load nor Increase Unit Logistical Footprint U.S. Army



Future Warrior

- Platform for exhibiting high-tech capabilities
- Technologies are in early research, but a visualized concept provides direction
 - Microelectromechanical Systems
 - Nanotech based materials
 - Fused sensor displays
 - MCC microtubes
 - Electrospinlaced matrices







Homeland Defense

Breakout Session IIIB Wed May 2nd 11:00 – 11:40 AM *A Must See!!*

Automated Decision-Aid System For Hazardous Incidents (ADASHI) Booths 47&48

Domestic Preparedness

- City Training & Exercises
- Improved Response Program
- Federal, State, & Local Exercises



Installation Protection

- Military Installations
- Special Facilities

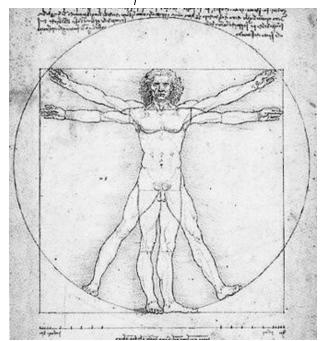
Technical Assistance

- Fixed Site/Building Protection
- NBC Equipment Evaluations
- Special Projects



Technology & Integration for the Most Important and Fragile Tactical Platform:

http://npc.sbccom.army.mil



The Human Being

National Protection Center

No single agency can effectively meet the technological demands of the user Personal Protection Individual Equipment Integrated Systems Multifunctional Protection

Public Safety Emergency Response Space



National Fire Protection Association

Technology Transfer R&D

Leverage Resources/Expertise **Academia/Government/Industry Partners/Members** **AmTech**

Battelle

Gentex

University of Massachusetts

Unconventional Concepts Inc.

Mass Office of Public Safety

> Los Angeles Sheriff Dept

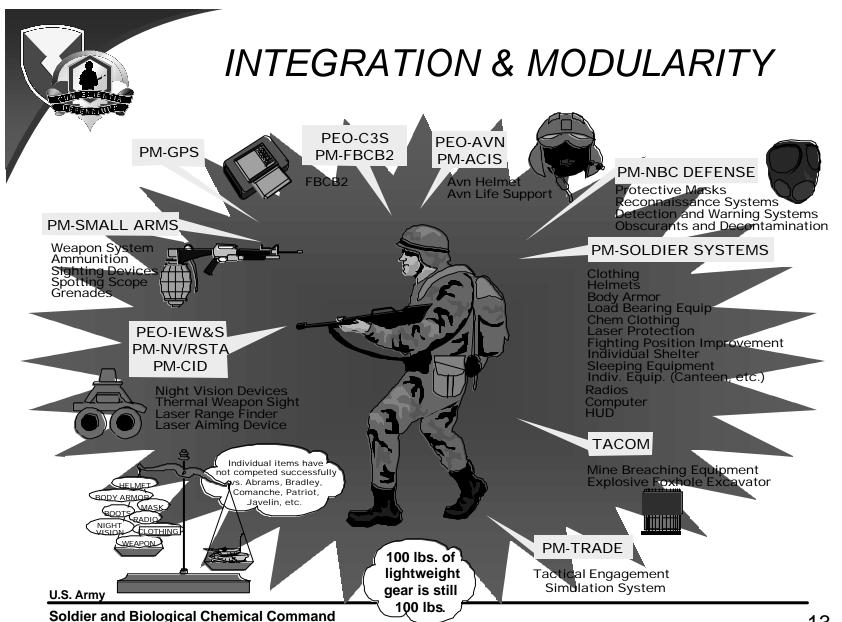


Stand up **Partners**



Membership increasing as projects evolve!

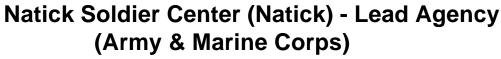
U.S. Armv





Personal Protection for Improved Individual Survivability

Joint effort with 3 Army Agencies







U.S. Army Research Laboratory (ARL)



U. S. Army Materiel Systems Analysis Activity (AMSAA)



Defense Science Office High Risk, High Payoff Joint DARPA/Army Team

• Ultra-light weight armor materials for personal protection

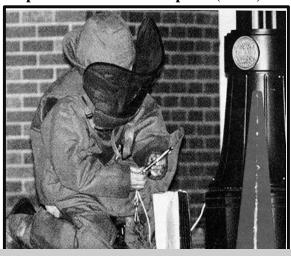


Personal Protective Armor

- Increased Penetration Resistance/Multiple Threats
- Significantly Lighter Weight
- Significantly Less Bulk
- Protection from Blast, Blast Overpressure
- Human Factors Flexible
 - Comfortable
- Affordable

Interim Small Arms Protective Over vest (ISAPO)

Explosive Ordnance Disposal (EOD) Suit





Modular Body Armor ("Interceptor")

Laser Eye Protection



The EOD suit is used by DOD & Civilian Law enforcement agencies. It consists of a coat, trousers, a face shield with chest plate, a helmet and a ballistic helmet cover.

Anti-Personnel Mine Protective Over boots



Ranger Body Armor
(RBA)





High Performance Fibers Properties

Fiber Type	Fiber Density (g/cc)	Tensile Strength (g/d)	Tensile Modulus (g/d)	Elongation at Break %			
Kevlar [®] 29	1.44	22	525	3.5			
Kevlar [®] KM2	1.44	27	500	4.3			
Spectra® 1000	0.97	35	2010	2.7			
Zylon [®] M5 [®]	1.56	42	1300	2.5			
M5 [®]	Under development						
		Keviari		Spectra 200			







M5 Fiber

M5 fiber is a new <u>ultra high performance fiber</u>. It has extraordinary potential for use in armor systems for personnel and vehicles. M5 will also high flame and thermal protection.

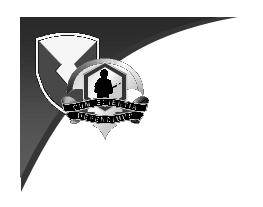
Expected Material Characteristics:

- Yarn tensile modulus 400-450 GPa (current 300 GPa),
- Average yarn axial tensile strength 9.5 GPa (current best fiber 6.5 GPa),
- Average elongation at break 2.5% (current best fiber 2.5%)
- Unlike Kevlar and especially PBO, the fiber is UV stable
- Unlike most high performance organic fibers, the fiber has a high axial compressive strength (currently 1.7 GPa)
- The fiber has the <u>highest flame and thermal properties of any organic fiber</u> (better than PBO and PBI, 20-times Nomex)

U.S. Army

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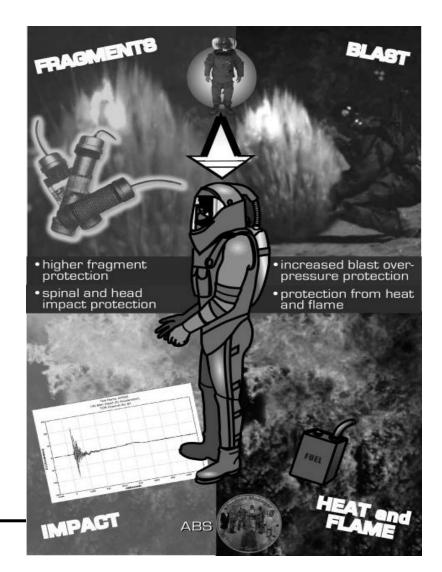
bonding



Advanced Bomb Suit (ABS)

Barry Hauck Project Director PM-Soldier Equipment

(508) 233-4348 DSN 256 FAX: 508-233-9527/5454 Barry.hauck@natick.army.mil





Explosive Ordnance Disposal (EOD) Suit PS-820 Type Classified & Fielded in 1988

Design and Material Technology:

- Kevlar, Fiberglass, Nomex, Polycarbonate, Acrylic
- System Components: Unitized face shield and chest plate, Jacket, Trousers, PASGT helmet, Helmet bonnet

Deficiencies

- Poor weight distribution, face shield cumbersome and subject to fogging
- Lacks protection against higher velocity fragmentation and overpressure protection technology
- No significant impact protection to head and spine
- Difficult to don and doff, ineffective coverage of legs due to design, inflexible sleeves
- **Weight** : 62 lbs





Commerical Systems Evaluation

Safeco Inc. EOD-2000

American Body Armor BBS-4

Med Eng Systems EOD-8



Med Eng Systems EOD-7B



U.S. Army





- •The PS-820 EOD Bomb Suit is Obsolete and lacks customer confidence.
- •Number of potential commercial solutions that collectively meet about 80% of the joint service operational requirements
- •Acquisition Strategy is to encourage all competitors to offer innovative solutions to satisfy ORD in the interest of maximum competition.
- •Solicitation for Request for Proposals has been released on the SBCCOM web site.

http://www.sbccom.army.mil

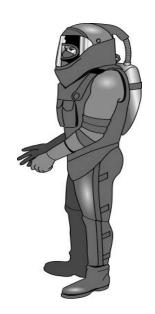


Advanced Bomb Suit Requirements

- Improved frontal fragmentation protection
- Improved protection from Blast Overpressure
- Improved Human Factors

 Weight Distribution, Flexibility, Field of Vision
- Head and Spine impact protection
- Anti-Fog Face shield
- Flame/Heat resistance
- Compatible with Body Cooling System
- Technology Transition to Public Sector

Proposed Effort by NIST-OLES, NIJ & SBCCOM Is Development of EOD suit performance Standard

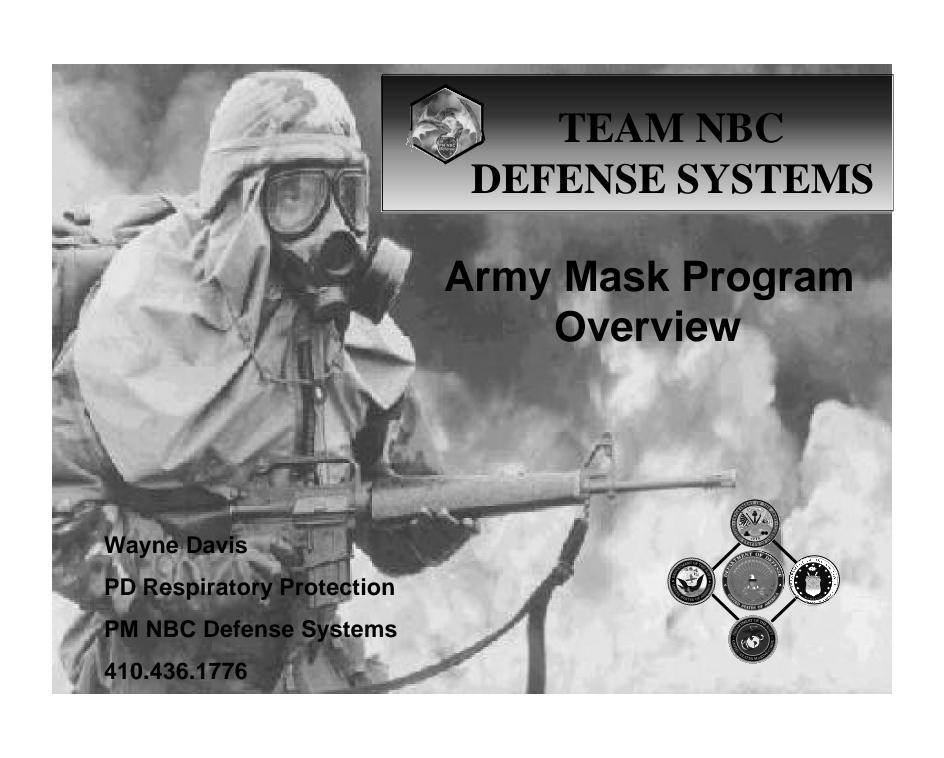




WWW.SBCCOM.ARMY.MIL



U.S. Army





Protective Mask Program

Army Masks

- M40/M42 Series Masks
- M45 Aircrew Protective Mask
- Joint Service General Purpose Mask (JSGPM)
- Joint Service Chemical Environment Survivability Mask (JSCESM)



Joint Service General Purpose Mask

Objective: Provide face, eye, and respiratory protection from battlefield concentrations of CB agents, toxins, toxic industrial materials and radioactive particulate matter

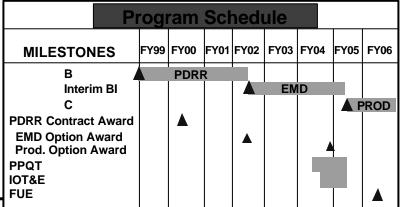
• **BOI:** 1 for each ground/shipboard/combat vehicle personnel

Description:

- Lightweight
- ◆ Low profile/bulk
- Easier breathing
- TIM protection
- Improved compatibility with existing systems
- ◆ 24-hour protection

U.S. Army







- Protect Against Toxic Industrial Materials (TIMS)
- Protection Factor Greater Than 10,000
- Significant Weight and Bulk Reduction Compared to M40/M42/MCU-2/P Masks (Mask <= 1.5 lbs., System <= 3.0 lbs.)
- Exhalation Breathing Resistance ,<= 20 mm of Water and Inhalation Resistance <= 30 mm of Water at 85 LPM
- Improved Field of View
- Compatibility With All Service Individual Clothing and Equipment, and With Individual and Crew Served Weapon Systems and Optics
- Improved Comfort and Reduced Physiological Burden

Joint Service Chemical Environment Survivability Mask (JSCESM)

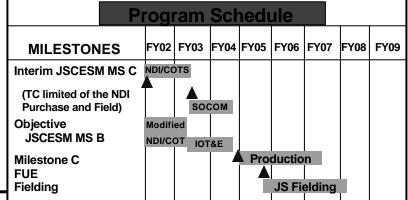
Requirement: Provide a lightweight mask that provides face, eye and respiratory protection from vapor and aerosol CB agents. The mask is for use in low NBC threat situations

Description:

- One-Size-Fits-All
- Sealed Until Use
- ◆ Lightweight, < 1.0 lb
- ◆ Fits in BDU Cargo Pocket
- Drinking Capability
- Disposable After Use

<u>Direct Emergency Response/</u> <u>Public Safety Applications</u>

U.S. Army



CBRN Future Activities

- ◆ CBRN Standards for SCBA in FY 2000
- CBRN Standards for other respirator classes FY02-03
- NIOSH-NIST laboratory qualifications program will follow

(MIPT & NIST Funding Support has been received)



Heat Stress - A Silent Killer

			DE	PARTM	ENT O	F FIRE	SERVIC	CES			
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	REALTIVE HUMIDITY										
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	102	97	101	108	117	125					
	100	95	99	105	110	120	132				
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							NORMAL CIRCUMSTANCES				
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								ACTIVITY			
							HEAT CRAMPS AND HEAT EXHAUSTION				i i
	90 ° - 105 ° EXTREME CAUTION			POSSIBLE IF EXPOSURE IS PROLONGED AND THERE IS PHYSICAL				ì			
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						HEAT CRAMPS OR HEAT EXHAUSTION LIKELY, HEAT STROKE POSSIBLE IF				1	
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	ABUV	E 130			REWIL DAI	IOLIN .		AT STROP		•	







Warrior Microclimate Conditioning Requirements

Cooling/heating physiological requirements depend on:

- Ambient Environment Temperature, humidity, solar load, wind speed, etc.
- Work Rate
- Clothing Ensemble Characteristics Insulation, vapor permeability, etc.



Microclimate Conditioning Soldier Work Rate Estimates

Metabolic Heat Production of Various Activities (70 kg man)

WORK RATE	ACTIVITY	WATTS
Very Light	Lying on ground	105
(105 to 175	Standing in foxhole	116
Watts)	Sitting in truck	116
	Guard duty	137
	Driving truck	163
Light	Cleaning rifle	198
(175 to 325	Walking on hard surface @ 1 m/s with no load	210
Watts)	Walking on hard surface @ 1 m/s with 20 kg load	255
	Manual of arms	280
	Walking on hard surface @ 1 m/s with 30 kg load	292
Moderate	Walking in loose sand @ 1 m/s with no load	326
(325 to 500	Walking on hard surface @ 1.56 m/s with no load	361
Watts)	Calisthenics	378
	Walking on hard surface @ 1.56 m/s with 20 kg load	448
	Scouting patrol	454
	Pick and shovel	465
	Crawling with full pack	465
	Foxhole digging	475
	Field assaults	477
Heavy	Walking on hard surface @ 1.56 m/s with 30 kg load	507
(500 + Watts)	Walking on hard surface @ 2.0 m/s with no load	525
	Emplacement digging	540
	Bayonet drill	616
	Walking on hard surface @ 2.25 m/s with no load	637
	Walking on loose sand @ 1.56 m/s with no load	642



Enhanced Vapor Compression Cooling System

GOAL - Develop lightweight-low power vapor compression cooling System by 2002 (TRL 06).

APPROACH - Reduce cooling system weight and power thru miniaturization of its compressor, heat exchangers, and other components; and thru highly integrated design. Prototypes available in January 2002.

SPECIFICATIONS:

• Cooling Rate: 120 Watts

• Power: 50 Watts @ 12-24 Volts DC

• Weight: 6.0 Lbs

• Garment Weight: 1.5 Lbs.

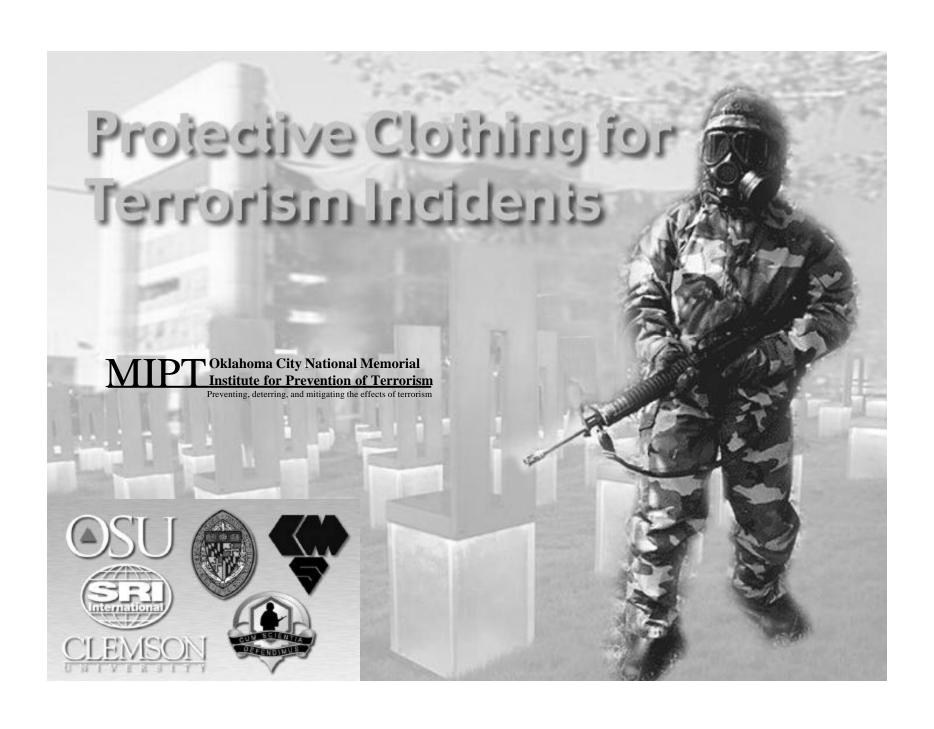
• Volume: 180 In²



Cooling Unit with advanced rolling piston comp



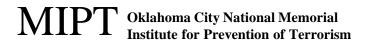
Stitchless Tubing Liquid Cooling Garment



Year 1 Challenge

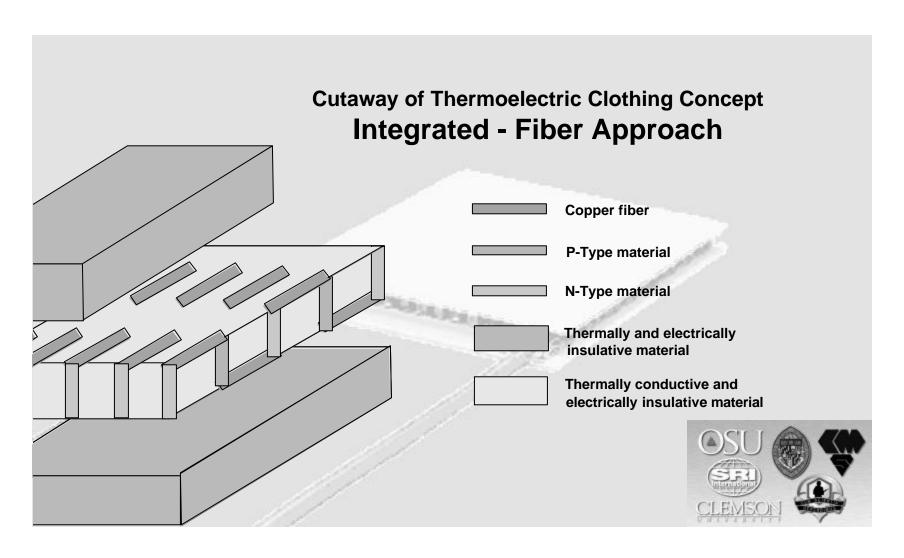
Preventing, deterring, and mitigating the effects of terrorism

To develop and demonstrate thermoelectric cooling technology and a suitable battery into a protective multi-layer textile sample without compromising the PPE's protective qualities.



Thermoelectric Concept 1
Textile Concept

Preventing, deterring, and mitigating the effects of terrorism





Interagency Communications Incident Commanders Radio Interface Unit

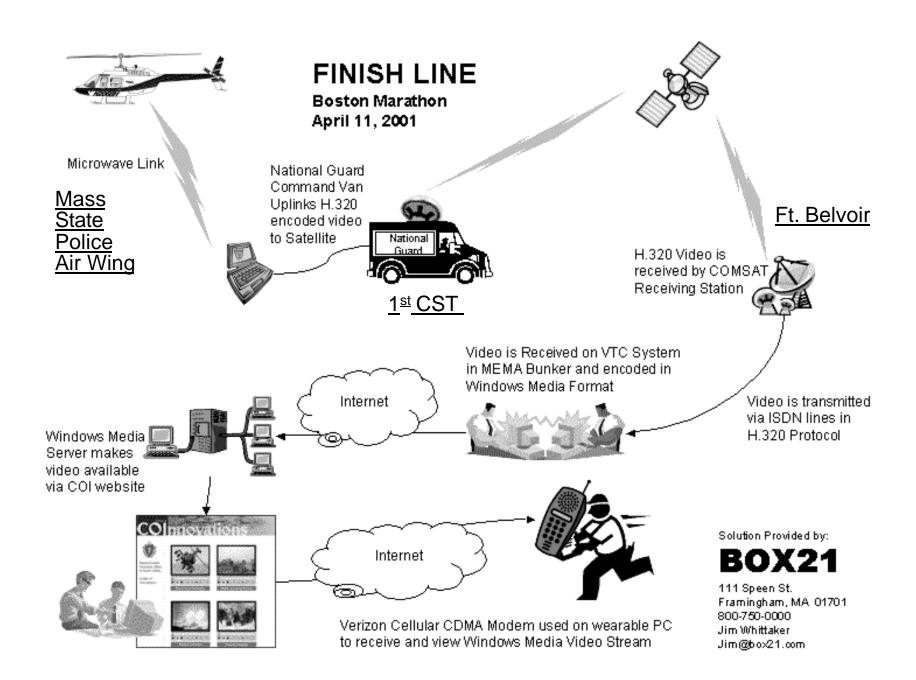
✓ Dual Use

- **✓** Military Requirements
- * Rugged enough to move without special transport or power requirements.
- **❖** Interconnects multiple military and/or civilian radios in moments through the unmanned ICRI.

- **❖** 1st responders to incidents where there is no state/ community radio repeater network in-place
- **Small**, lightweight interconnect assembly that provides
 - Use by multiple organizations/teams at WMD or disaster response operations
 - Audio matrix interface between multiple commercial military land mobile radios, operating frequencies, and a land-line/cellular telephone
- **❖** Low procurement (< \$5 K) and maintenance costs







Modularly Reconfigurable Warfighter Systems Digital MP Technology Program



Ft. Polk Advanced Warfighting Experiment – October 2000



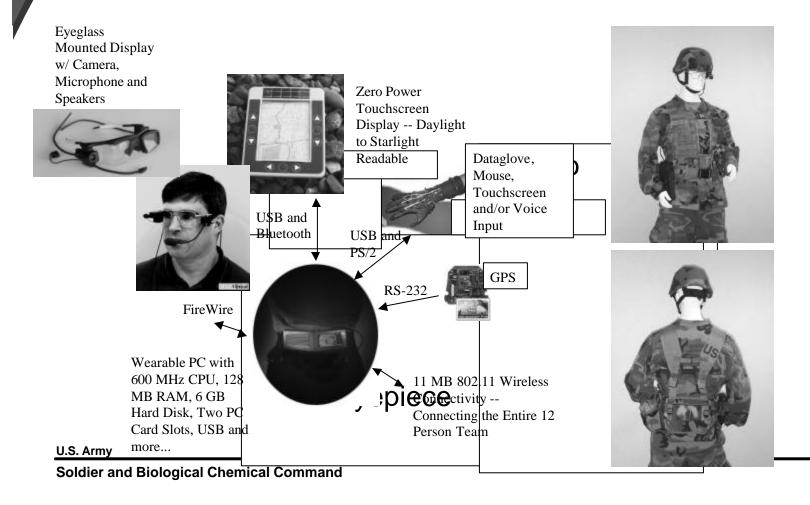
Wearable Computer System

Collaboration in MP Team Land Navigation/Reconnaissance

Modularly Reconfigurable Warfighter Systems



Digital MP System Design





So What Is a Military Chemical Agent Protective Ensemble?



- Ensembles worn by military personnel to protect against respiratory and percutaneous threats
- A jacket/trouser combination or coverall worn in conjunction with a respirator, boots and gloves
- Can be fabricated from either a permeable, selectively permeable or impermeable material





Joint Service Lightweight Integrated Suit Technology

JSLIST



So what is a Chemical Agent Protective Ensemble? (cont.)



- Suit integrity requires excellent sealing at the interfaces (e.g. respirator/hood)
- Must withstand chemical challenges (typically liquid, vapor or aerosol)
- They are <u>not</u> totally encapsulated garments





ADVANCED LIGHTWEIGHT CB PROTECTION

Selectively Permeable Protective Garment Technology





Quoc Truong, Eugene Wilusz

Phone: (508) 233-5484/5485/5486 Fax: (508) 233-4331 Quoc.truong@natick.army.mil, Eugene.wilusz@natick.army.mil

IMPROVED INTERFACES FOR CHEMICAL AGENT PROTECTIVE ENSEMBLES

Cleveland A. Heath

508-233-4189, x212 FAX 508-233-4683 cheath@nctrf.natick.army.mil



U.S. Army Soldier Systems Center • Natick, MA

Advanced Lightweight CB Protection



- **✓** Military Requirements
- **❖** Develop moisture vapor permeable CB agent resistant selectively permeable membranes (SPMs)
- **❖** Develop a CB protective duty uniform with integrated closure system
- **❖** Membrane based fabric systems for CB/environmental protection

- **✓ Dual Use**
- Emergency responders --Tactical Law Enforcement Emergency Medical Service



- **Pesticide applicators**
- **❖** Industrial chemical handlers
- ***** Medical personnel
- ***** Environmental clean-up workers

Partnering under the Dual Use Science and Technology (DUST) Program and Cooperative Research and Development Agreement (CRDA)

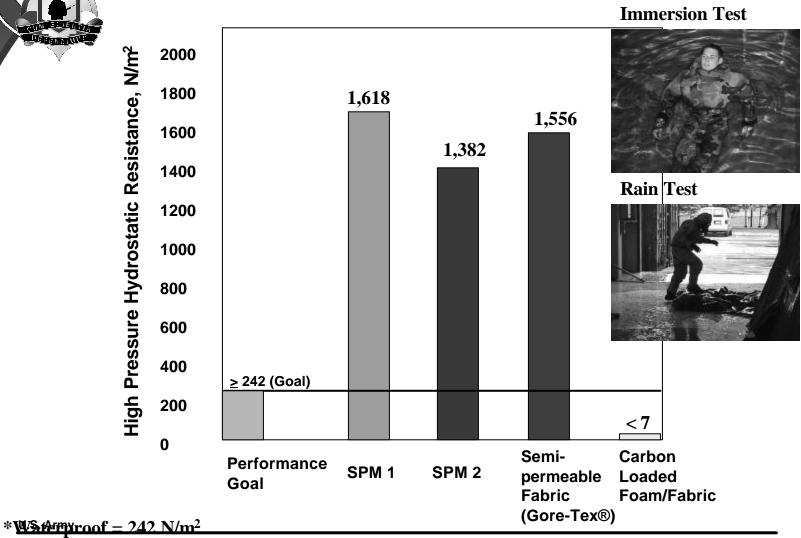




Challenges:

- Combine moisture vapor permeability and CB agent barrier properties in a single material.
- Develop effective membrane/fabric lamination techniques.
- Develop a thin and durable material/fabric system.
- Integrate novel closures into a CB duty uniform (CBDU).
- Produce affordable lightweight CBDU.

Liquid Protection



So What's Next?

Field Evaluate Selectively Permeable Prototype Emergency Response Ensembles.





Photos Courtesy of T. Cloonan Scott Aviation

U.S. Army

Selectively Permeable Protective Garment Technology







Field Evaluation & Design Feedback

Field Evaluations have or will Include:



- FEMA US&R Team (Region 1 Feb 2001)
- Boston Emergency Medical Service
- Oklahoma City Emergency Management Agency (Bomb Techs, Hazmat, EMS)
- Colorado Springs PD SWAT Team
- MASSPORT Logan Airport Fire & Rescue
- National Guard Čivilian Support Teams (CST)
- LA County Sheriffs Department

NIST, NIJ & MIPT Funding Support in FY01 & 02 to Tackle Performance Determination & Certification of this Technology **Against Toxic Industrial Chemical Threats**



NFPA 1994 Standard on Protective Ensembles for Chemical or Biological Terrorism Incidents Proposed 2001 Edition

Proposed Release August 2001

Scope:

...specify the minimum requirements for design, performance, testing, documentation, and certification of protective ensembles designed to protect <u>fire and emergency service personnel</u>...

Purpose:

- ... including <u>dual-use industrial chemicals</u>, chemical terrorism agents, or biological terrorism agents...
- ... for fire and emergency response personnel exposed to victims or materials during assessment, extrication, rescue triage, and treatment operations at or involving chemical or biological terrorism incidents.



On-Going Efforts

- Committee has completed draft of NFPA 1994
 Standard on Protective Ensembles for Chemical or Biological Terrorism Incidents, Proposed 2001 Edition
- Committee working on standards for <u>Selection</u>, <u>Care</u>, and <u>Maintenance</u> (SCAM) document for chemical protective ensembles



Domestic Preparedness (DP) Program:

Testing of Commercial Equipment

Frank DiPietro 410-436-2223



What's Our Approach?

- Select equipment off-the-shelf, as a consumer would
- Test equipment for chemical warfare agents
- Provide information that consumer can use when acquiring equipment
- Do not CERTIFY OR ENDORSE products
- Make results available to consumers, users and manufacturers primarily through the SBCCOM Homeland Defense web site:

http://www2.sbccom.army.mil/hld/index.html

Detector Testing

- Testing Includes:
 - -GA, GB, and HD detection sensitivity at different conditions
 - -Sensitivity at operable temperature and RH extremes
 - –Ability to resist "False Alarms"
 - –Ability to detect the chemical agents in presence of an "interference"
 - -Field tests with potential interfering smokes and vapors
- The goal:

To seek candidates that are easy to operate, portable, and can detect low level concentrations of chemical agent while not false alarming to common fumes and non-toxic vapor

PPM vs mg/m3

(DOD/DOJ IAB Detection & Decontamination Subgroup)



Commercial Detection Systems

(FY98)

- HNU Systems, Inc. Model 101
- Foxboro Company TVA 1000B
- MSA Passport PID II
- MiniRAE Plus Professional PID
- Draeger Detector Tubes (FY99)
- Perkin Elmer Micro FID
- ETG APD2000 CW Detector
- Foxboro MIRAN SAPPHIRE 100E
- MSA Detector Tubes for CW Agents
- M90D1-C Detector (Finnish)



Commercial Detection Systems (Cont'd)

(FY00)

- French AP-2C
- SAW MiniCad MK II
- RAE Systems PPB VOC Monitor (PGM-7240)
- Chemical Agent Monitor (CAM) Type L
- Barringer SABRE Ion Mobility Spectrometer (IMS)

(FY01)

- HAZMATCAD (Microsensor Systems)
- Vapor Tracer: Portable Contraband Detection and Identification System (Ion Track Instruments)
- Agilent Dynatherm-GC-MS (Agilent Technologies)
- Scentograph Plus II (Sentex Systems Inc.)
- M100 CW Detector (Environics Oy) (TBD)
- LCD-2 Detector (Graseby) (TBD)
- HAPSITE (INFICON) (TBD)



Self-Contained Breathing Apparatus

(FY00 & 01)

- Draeger 4500
- Interspiro (Spiromatic 9030)
- Interspiro (Chemical Warfare Kit)
- MSA Custom 4500
- Scott Airpack 50
- Survivair Panther



Air Purifying Respirators (APR) - Negative Pressure

(FY00)

- MSA Advantage 1000 Full Facepiece
- MSA Advantage 1000
 CBA/RCA Full Facepiece
- MSA Millenium Gas Mask
- MSA Phalanx CBA/RCA Gas Mask
- Scott AV-2000 FFR

(FY01)

- AVON AVFM12 Mask w/NBC Protection Canister
- AVON AVSF10/2 Mask w/NBC Protection Canister
- DRAEGER KARETA M65 Mask w/NBC Canister
- DRAEGER DefenseAir NBC Gas Mask w/filter/Hood
- MICRONEL M-95 Respirator w/NBC Filter Cartridges
- 3M FR/M40-20 Full Facepiece Respirator w/FRC2A1 Gas Filter

IAB Input



Respirators - Negative Pressure

(FY01)

- 3M 6000 Series Full Face w/ P-100 Filter Cartridge
- 3M 6000 Series Half Face w/ P-100 Filter Cartridge
- NORTH Series 7600 Full Face w/ P-100 Filter Cartridge
- NORTH Series 7700 Half Face w/ P-100 Filter Cartridge
- MSA Ultra-Twin Full Face w/ P-100 Filter Cartridge
- MSA Confo Classic Half Face w/ P-100 Filter Cartridge
- WILLSON Series 6000 Full Face w/ P-100 Filter Cartridge
- WILLSON Series 6000 Half Face w/ P-100 Filter Cartridge
- SCOTT AV-2000 Full Face w/ P-100 Filter Cartridge
- SCOTT Pro-Tech Full Face w/ P-100 Filter Cartridge
- SURVIVAR Full Face Respirator w/ P-100 Filter Cartridge
- SURVIVAR Half Face Respirator w/ P-100 Filter Cartridge

Popularity is Increasing

Thermal Imaging Technology



Do we need a standard?

- No cameras are intrinsically safe.
 - Should they be?
- All Thermal Imaging Systems have temperature limits.
 - What if it "goes to sleep" when the firefighter is in deep?
- Few, if any, would meet the PASS std.
 - Drop testing, vibration testing, hot/cold, etc.
- "Caveat Emptor"
 - Let the buyer beware
- Integration into the Protective Ensemble is next.

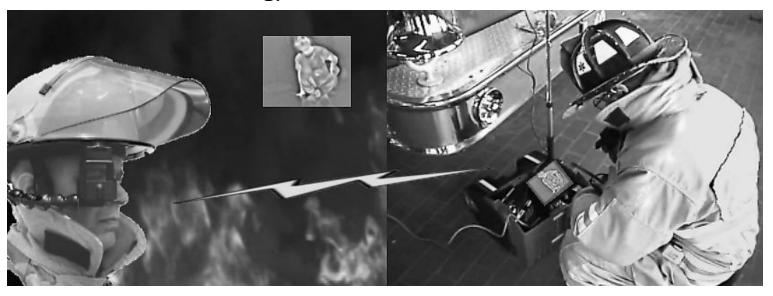


U.S. ARMY WARFIGHTER/DoD FIREFIGHTER HEMET PROGRAM



Objective:

• Develop and Integrate Thermal Imaging Capability on the Helmet for Use in Limited Visibility (Smoke, Low Light Conditions, and Fog).



Payoffs:

• Improved Survivability - Improved Ability to Maneuver in Poor Conditions, Improved Fire Detection and Ability to Locate Personnel.



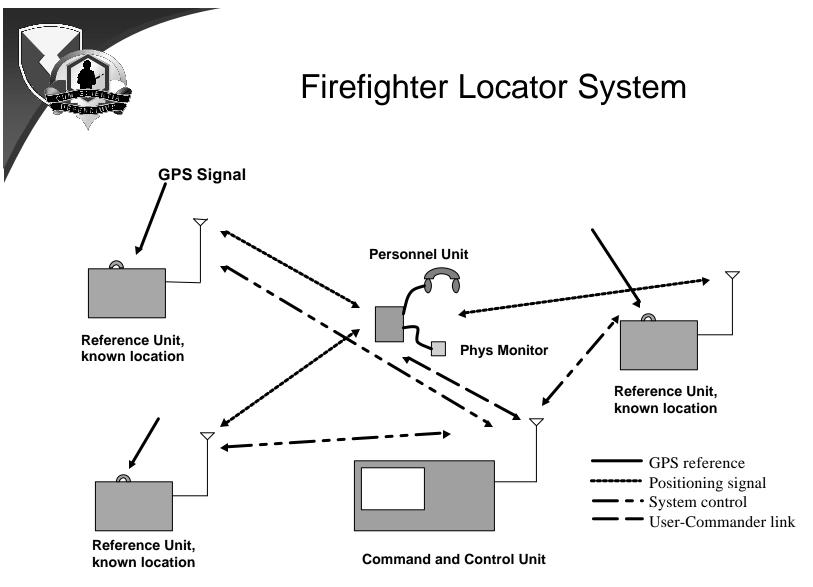
U.S. ARMY WARFIGHTER/DoD FIREFIGHTER HEMET PROGRAM

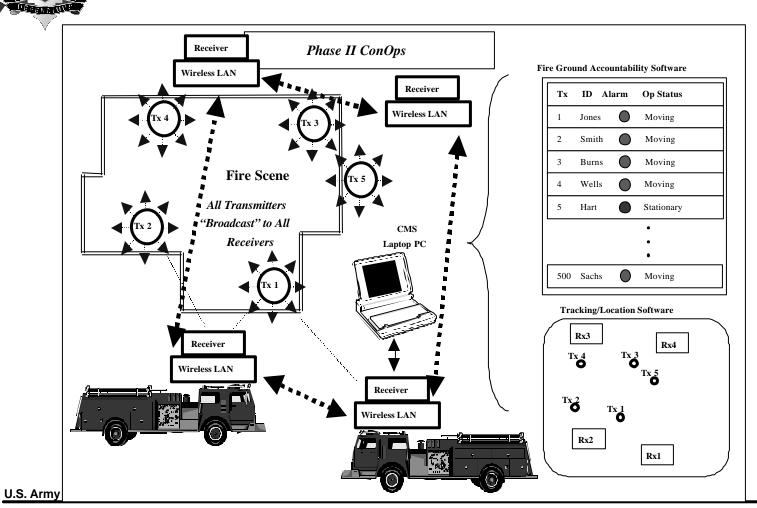


<u>First Look ...</u> <u>Firefighter Helmet Mounted System (HMS) Version 1.1</u> <u>Prototype Assessment, 14 – 15 March 2001</u>

- Proof-of-Concept Assessment of:
 - Ergonomics and Design
 - Functionality
 - Operational Usability
- Soldier HMS Used as a Comparative Baseline
- Multiply Cycles Through a darkened, Smoke Filled Firefighter Training Facility
- Results Will Influence Final Design of Production Prototypes







Soldier and Biological Chemical Command

The Army is - - People

If the Soldier



wears it ...
carries it ...
eats it ...
lives in it ...
SBCCOM provides it!

"The magnificence of our moments as an Army will continue to be delivered by our people. They are the engine behind our capabilities, and the Soldier remains the centerpiece of our formation."

— GEN Eric K. Shinseki Chief of Staff, U. S. Army 12 October 1999

